1. Minutes of the Oct 2, 2020 meeting were approved. [Motion made by Wallace, seconded by Rust]

2. Provost’s Office Updates
   - Academic Master Plan Implementation (Philip Phillips, Mary Hoffschwelle)
     A copy of AMP Implementation Review was distributed. A subcommittee reviewed the 2017 implementation plan, and color coding indicated Quest 2025 overlap, elevated, revised, added, and completed. Dr. Hoffschwelle provided examples of the changes via PowerPoint. The Planning Committee uses this internal document to document progress and requests committee members’ insight, comments, and ideas for future items. i.e., Presidential Fellowship for Social Justice and Equality and President’s Task Force. AMP aligns with MT Engage and Quest. They work in tandem to advance our objectives. SACSCOC is also interested in our progress, so we want to be accurate and current. We’ll be going through the process again to have a new Academic Master Plan in 2025. The attachment summarizes updates made for 2021-2025.
   - Quest 2025 (Rick Sluder)
     Quest 2025 implementation has involved 46 faculty and staff. Ten co-chairs of five strategic priorities will be presenting their recommendations to the provost and then to the larger Quest Steering Committee.
   - MT Engage QEP Update (Julie Myatt) ATTACHMENT
     - Faculty participation: far exceeded QEP goals, introducing students in all course levels to high-impact practices, beyond-the-classroom experiences, and opportunities to make connections across and reflect on their learning experiences.
     - MT Engage Scholars/Scholarships: 97 graduates thus far; students representing every college have earned scholarships; raised funds for one endowed scholarship and near goal of endowing a second.
     - Major Pathways: Three more in development including the Master of Arts in Liberal Arts. With 12 existing major pathways, students in 14 undergraduate degree programs across 6 different colleges have opportunities to benefit from repeat encounters with MTE pedagogies in their major, supporting their growth as integrative and reflective thinkers through multiple signature assignments and a culminating reflective ePortfolio. Expected components of a Major Pathway include:
• a minimum of four MT Engage-designated courses, of which at least two must be at the upper-division level;
• a minimum of one signature assignment from each MT Engage-designated course in the major that faculty assess using the MT Engage Integrative Thinking and Reflection rubric and students save in the D2L ePortfolio;
• adaptation of the MT Engage ePortfolio presentation template to the needs and goals of the major;
• use of MT Engage concepts as appropriate for departmental assessment or accreditation needs.

• Student success measures: MT Engage students showed improvement in NSSE engagement area scores compared to peers. Students taking MT Engage courses have consistently lower DFWN rates and higher retention compared to students who take non-MT Engage sections of the same courses.

3. 2021 Institutional Mission Profile Approval (action item)
Committee reviewed proposed changes from subcommittee and revised the line:

MTSU attracts, welcomes, and supports a diverse, largely full-time student population with significant numbers of Pell-eligible, first-generation, non-traditional, and minority students and is the top Tennessee choice for transfer students.

Foster moved to approve; Lim seconded. Motion passed to approve the revised Institutional Mission Profile. Will go to the Board of Trustees on April 6, 2021, for approval and then to THEC.

4. SACSCOC Fifth-Year Interim Report and accreditation website (Mary Hoffschwelle)
We’ve expanded and updated mtsu.edu/sacscoc to show the range of accreditation activities on campus.
The Reach to Distinction: Academic Master Plan 2015-2025
Review and Update for 2021-2025

Background
The Reach to Distinction Academic Master Plan guides and aligns with the University’s key planning tools:
- Campus Master Plan 2015-2025
- Quest 2025 (Quest for Student Success continued; Quest 2025 cycle is 2020-2025)
- Strategic Plan 2015-2025 (updated 2019)
- SACSCOC institutional accreditation 2016-2026 and 2022 Fifth-Year Interim Report

Institution-wide planning for the next stage of these plans and accreditation will begin in 2023.

The Academic Master Plan has three Strategic Directions:
1. Promote engagement
2. Foster academic community
3. Innovate for effectiveness and efficiency

Each strategic direction has multiple objectives, supported by a detailed implementation chart.
The Provost’s Office published a midpoint highlights booklet in 2020.

Summary of updates for 2021-2025
1. Multiple action steps completed or cancelled (such as Veterans and Military Family Center)

2. Revised
   a. Multiple revisions of completion dates and reporting types
   b. Multiple revisions of objectives for clarity

3. Revisited in light of COVID-19 disruptions and anticipated recovery
   a. Strategic Direction 1: Promote engagement
      i. Cancelled action step to create a Faculty Club in 2016. Revised to: Create opportunities for faculty to reconnect with each other and students, beginning Fall 2021 or Spring 2022 (when pandemic subsides)
   b. Strategic Direction 2: Foster academic community:
      i. Elevate action step: Enhance support for faculty and student research and creative activity by providing facilities, funding for travel, and time for research

4. Elevate
   a. Strategic Direction 1: Promote engagement
      i. Objective: Implement aggressively the Quest for Student Success
         Action step: Improve infrastructure to support increased employment opportunities for students

5. Align with Quest 2025 Strategic Priorities
   a. Strategic Direction 1: Promote engagement
      i. Objective: Implement aggressively the Quest for Student Success
Action step: Implement and monitor Quest for Student Success/Quest 2025
Action step: Revisit admissions criteria

ii. Objective: Achieve the goals of MT Engage
   Action step: Develop and implement SACSCOC QEP MT Engage
   Action step: Expand EXL Program

iii. Objective: Create more interactive learning/living spaces across campus

b. Strategic Direction 2: Foster academic community
   i. Objective: Develop innovative, interdisciplinary undergraduate and graduate programs
      Action step: Increase undergraduate research/creative activities and experiential learning opportunities

   ii. Objective: Promote increase and sustained research, scholarship, and creative activity
        Action step: Expand undergraduate and graduate student research programs
        Action step: Implement an innovative modalities for nontraditional populations plan

   iii. Objective: Invest in the professional development of faculty, students, and staff
        Action step: Implement “service” training and development for all MTSU employees (include teamwork)
        Action step: Create recurring training session on systems, policies, and procedures and provide access to systems

c. Strategic Direction 3: Innovate for effectiveness and efficiency
   i. Objective: Promote communication, transparency, and accountability
      Action step: Create and implement “better customer service” initiative across the University.

6. Elevate, align with Quest 2025, revise, and add new action
   a. Strategic Direction 2: Foster academic community
      i. Objective: Deepen commitment to access and diversity
         1. Elevate for 2021-2025 and beyond
         2. Align with Quest 2025 Strategic Priority: Eliminate achievement gaps and increase diversity of faculty and staff
         3. Revise objective: Deepen commitment to access, diversity, equity, and inclusion

      ii. Objective: Deepen commitment to access, diversity, equity, and inclusion
<table>
<thead>
<tr>
<th>Objective</th>
<th>Action</th>
<th>Responsible Office</th>
<th>Completed Date</th>
<th>Update 2020-21</th>
<th>Update 2021-22</th>
<th>Update 2022-23</th>
<th>Update Notes for Planning Committee</th>
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</thead>
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<tr>
<td>Implement and measure implementation of Quest for Student Success</td>
<td>Develop and implement SACSCOC</td>
<td>President, University Provost</td>
<td>Ongoing</td>
<td>Committee convened to review Quest, see: <a href="https://www.mtsu.edu/provost/quest/summary-conference-sep-2021.html">https://www.mtsu.edu/provost/quest/summary-conference-sep-2021.html</a></td>
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<td>Implement and measure implementation of Quest for Student Success</td>
<td>Develop and implement programs and services to meet the goal of fostering a culture of engaged learning</td>
<td>VP Student Success/Director MT Engage</td>
<td>Ongoing</td>
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<td>Improve infrastructure to support engaged learning</td>
<td>Implement and monitor national student exchange</td>
<td>VP Enrollment &amp; Student Services</td>
<td>Fall 2019</td>
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<td>Develop co-curricular programs for freshmen, sophomores and individual majors.</td>
<td>VP Enrollment &amp; Student Services; University Provost</td>
<td>Ongoing</td>
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Note: The table above outlines the objectives, actions, responsible offices, and completed dates for the implementation of Quest for Student Success. Each objective aims to measure the implementation of Quest for Student Success by 2025.
1. Implement Facilities Master Plan.

2. Conduct and design Innovation Competitions designed to foster and open for Spring 2017 - 2016 Campus Master Plan completed in Nov 2016 with approval by the planning consultant. 274 million Miller Education Center Renovation project completed. Bauer Askew Architecture designed new design work for the Academic Classroom Building (ACB) Turner Construction approved as CM/General Contractor for ACB in March 2017.

3. University Relations

4. To ensure all MTSU alumni have a consistent level of quality in support services, e.g., office spaces conducive to student interaction and their own work.

5. Create a MT Engage

6. Implement an Alumni Survey Program

7. Model-Building

8. Academic collaborations among faculty, alumni, community, friends, and the business and non-profit sectors.


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1) Create and implement an updated Fall 2018 URECA (Undergraduate Research and Educational Community) program.

Members of the Access and Diversity Board participated in a well-attended Compliance and Ethics Panel on Diversity. https://www.mtsu.edu/earn/owens.php. This panel identified best practices and MTSU’s successful initiatives. The institution continues to make good on its commitment to diversifying the profession through diversity.

Revise objective to remove reference to Tuesdays at 10 a.m. implementation.

2) Increase distinctive programs that promote national/international, e.g. Concrete Industry Management, Recording industry, Aerospace, etc.

MTSU has hired a new Director and Assistant Director of Academic Programs. We have instead launched the Grant Writing Enhancement Program (GEP) which mentors, trains, and coaches faculty directly on the skills and perseverance required to write grant applications. We are working in conjunction with her to identify the best way to approach creating opportunities for MTSU students applying to programs.

2) presidential fellowship for social justice and equality initiative led Dr. Louis Woods and Quest 2025.

Elevate this objective in light of President’s Diversity and Equity Initiative led by Dr. Isaac Woodard and Quest 2025.

SD2: Foster Academic Community

Strategic Priority: Revise the objective by adding inclusion and equity.

3) Increase undergraduate research/creative activities and experiential learning opportunities.

Advising Chair of the IUEC is Dr. John O’Bannon. Work closely with the IUEC to continue to pursue this goal more aggressively than before.

SD3: Innovate for Effectiveness and Efficiency

Strategic Priority: Revise the objective to promote Engagement and德 Patways.

1) Establishing a virtual Faculty Exchange Program.

SD1: Promote Engagement

Strategic Priority: Revise the objective to focus on alignment and implement.

2) Establishing a virtual Scholars Initiative.

Revise objective to remove reference to Tuesdays at 10 a.m. implementation.

2) Building and sustaining research, scholarship, and creative activity.

MTSU has hired a new Director and Assistant Director of Academic Programs. We have instead launched the Grant Writing Enhancement Program (GEP) which mentors, trains, and coaches faculty directly on the skills and perseverance required to write grant applications. We are working in conjunction with her to identify the best way to approach creating opportunities for MTSU students applying to programs.

MTSU has hired a new Director and Assistant Director of the Tennessee STEM Education Center. The Center has had success in securing additional external grants to support professional development. Additionally, we have expanded the Laurel of Excellence in Health Care Services to include more programs.

MTSU has hired a new Director and Assistant Director of the Tennessee STEM Education Center. The Center has had success in securing additional external grants to support professional development. Additionally, the Chair of Excellence in Health Care Services has been moved organizationally to report to the Vice Provost for Research to more closely align that Chair with grant funding opportunities. The Chair is currently focusing on grant writing.

SD1: Promote Engagement

Strategic Priority: Revise the objective by adding inclusion and equity.
Middle Tennessee State University
"Reach to Distinction"
Academic Master Plan 2015 - 2025
Implementation Chart

- 5) Create a Faculty Resources web site.
  VP Research
  Fall 2015
  Update website for faculty and student funding opportunities (10 outreach events).
  http://www.mtsu.edu/faculty-funding/

- 6) Enhance support for faculty and student research and creative activity by providing facilities, funding for travel, and one-for-one matches.
  VP Research, VP University Advancement, Deans
  Annually
  27 graduate students received funding for travel.
  The Undergraduate Research Center.
  75 graduate students received funding for travel.
  The number of undergraduate students funded for conference travel increased to 29 funding $11,881.
  79 graduate students received funding for travel to the College of Liberal Arts began a program to support travel.
  Support for TRA was $35,178.77 for 72 students.
  30 graduate students received funding for travel to attend the Summer Research Celebration.
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1. Increase the number of Faculty Learning Communities. [Link](http://www.mtsu.edu/ltitc/plc.php)
   - University President, Provost, Associate Vice Presidents, or College Deans
   - Fall 2019
   - University Provost, Dean, VP; University Advancement; VP Marketing & Communications

2. Establish Veterans and Military Family Centers. [Link](https://www.mtsu.edu/student-affairs/veterans-center/)
   - President, Provost, VP, Student Affairs; Advisor Veterans and Leadership Initiatives
   - Fall 2019
   - Dean, University Provost, Veterans and Leadership Initiatives

3. Work with companies that have international employees/advocate students to share opportunities with the University. [Link](https://www.mtsu.edu/academic-advising/professional-development/)
   - University Provost, Dean, VP; University Advancement; VP Marketing & Communications
   - Fall 2018
   - University Provost, Dean, VP; International Affairs

4. Extend and implement a comprehensive student internship program across the colleges. [Link](https://www.mtsu.edu/academic-advising/professional-development/)
   - University Provost, Dean, VP; University Advancement; VP Marketing & Communications
   - Fall 2018
   - University Provost, Dean, VP; International Affairs

5. Establish MTSU Arts (music, theatre, art, dance, photography) to showcase the work of student choreographers. [Link](https://www.mtsu.edu/academic-advising/professional-development/)
   - Dean of Liberal Arts, Media & Entertainment, and University Provost (Dr. Stephen Smith)
   - Annually
   - Annual MTSU Arts (music, theatre, art, dance, photography) to showcase the work of student choreographers.

6. Work with companies that have international employees/advocate students to share opportunities with the University. [Link](https://www.mtsu.edu/academic-advising/professional-development/)
   - University Provost, Dean, VP; University Advancement; VP Marketing & Communications
   - Fall 2018
   - University Provost, Dean, VP; International Affairs

7. Train the professional development of faculty, students, and staff. [Link](https://www.mtsu.edu/AMP/docs/LTITC_statistics.pdf)
   - University Provost, Associate Vice President for University Advancement, Provost, Vice President, Student Affairs
   - Annually
   - University Provost, Associate Vice President for University Advancement, Provost, Vice President, Student Affairs

8. Increase the number of faculty learning communities. [Link](http://www.mtsu.edu/ltitc/plc.php)
   - University Provost, Associate Vice President for University Advancement, Provost, Vice President, Student Affairs
   - Annually
   - University Provost, Associate Vice President for University Advancement, Provost, Vice President, Student Affairs

9. Work with companies that have international employees/advocate students to share opportunities with the University. [Link](https://www.mtsu.edu/academic-advising/professional-development/)
   - University Provost, Dean, VP; University Advancement; VP Marketing & Communications
   - Fall 2018
   - University Provost, Dean, VP; International Affairs

10. Extend MTSU Arts (music, theatre, art, dance, photography) to showcase the work of student choreographers. [Link](https://www.mtsu.edu/academic-advising/professional-development/)
    - Dean of Liberal Arts, Media & Entertainment, and University Provost (Dr. Stephen Smith)
    - Annually
    - Annual MTSU Arts (music, theatre, art, dance, photography) to showcase the work of student choreographers.

11. Promote increased economic contributions and impact across business and industry, the non-profit sector, and local and regional community. [Link](https://www.mtsu.edu/academic-advising/professional-development/)
    - University Provost, Dean, VP; University Advancement; VP Marketing & Communications
    - Fall 2018
    - University Provost, Dean, VP; International Affairs

12. Establish Veterans and Military Family Centers [Link](https://www.mtsu.edu/student-affairs/veterans-center/)
    - President, Provost, VP, Student Affairs; Advisor Veterans and Leadership Initiatives
    - Fall 2019
    - Dean, University Provost, Veterans and Leadership Initiatives

13. Work with companies that have international employees/advocate students to share opportunities with the University. [Link](https://www.mtsu.edu/academic-advising/professional-development/)
    - University Provost, Dean, VP; University Advancement; VP Marketing & Communications
    - Fall 2018
    - University Provost, Dean, VP; International Affairs

14. Increase the number of faculty learning communities. [Link](http://www.mtsu.edu/ltitc/plc.php)
    - University Provost, Associate Vice President for University Advancement, Provost, Vice President, Student Affairs
    - Annually
    - University Provost, Associate Vice President for University Advancement, Provost, Vice President, Student Affairs

15. Work with companies that have international employees/advocate students to share opportunities with the University. [Link](https://www.mtsu.edu/academic-advising/professional-development/)
    - University Provost, Dean, VP; University Advancement; VP Marketing & Communications
    - Fall 2018
    - University Provost, Dean, VP; International Affairs

16. Extend MTSU Arts (music, theatre, art, dance, photography) to showcase the work of student choreographers. [Link](https://www.mtsu.edu/academic-advising/professional-development/)
    - Dean of Liberal Arts, Media & Entertainment, and University Provost (Dr. Stephen Smith)
    - Annually
    - Annual MTSU Arts (music, theatre, art, dance, photography) to showcase the work of student choreographers.
2) Implement "Service" training and development for MTSU employees (include teamwork)

Fall 2017

- 2)  Implement "Service" training and development for MTSU employees (include teamwork)
- 1)  Revise tenure and promotion
- Fall 2017
- 4)  Increase research support for faculty. Eight (8) NIAs awarded
- Flat funding, but we've leveraged the funding…
- 1)  Expand supplemental instruction
- MTSU homepage spotlights different faculty, students, and staff
- Student News: https://mtsunews.com/student/
- 3)  Create recurring training session on promotion and tenure requirements
- Fall 2017 - [Provide dollar amount allocated for research support]
- 1)  Increase research support for faculty
- University News, Owls
- Annually
- [Provide dollar amount allocated for research support plus the amount/percent increase or decrease from previous year]
- 2)  Implement service training and development across campus.
- Summer 2019
- [Provide dollar amount allocated for research support plus the amount/percent increase or decrease from previous year]
- 1) Increase funding for non-instructional positions for the upcoming fiscal year.
- Faculty, staff, and administrator training.
- Support innovative programs and services
- University Provost; Deans; VP Student Affairs. Revise completion date to show that objective met in 2020.
- 2)  Increase supplemental instruction training and development at least once during Fall/Spring of the academic year.
- University Provost, Deans, VP Student Affairs
- Annually
- [Provide dollar amount allocated for research support plus the amount/percent increase or decrease from previous year]
- Service evaluation and support innovative programs and services
- University Provost, Deans, VP Student Affairs, Dean, Vice College
- Annually per data indicators
- [Provide dollar amount allocated for research support plus the amount/percent increase or decrease from previous year]
- Middle Tennessee State University
- "Reach to Distinction"
- Academic Master Plan 2015 - 2025
- Implementation Chart
- Quest 2025 strategic priority: create a culture of service.
<table>
<thead>
<tr>
<th>SD1</th>
<th>SD2</th>
<th>SD3</th>
</tr>
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<tbody>
<tr>
<td><strong>Academic Master Plan 2015 - 2025</strong></td>
<td><strong>Implementation Chart</strong></td>
<td></td>
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<tr>
<td>1)</td>
<td>Further internationalize the curriculum by bringing global perspective to the major courses.</td>
<td>Dean, VP International Affairs</td>
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<tr>
<td>2)</td>
<td>Develop a coordinated, focused, and distinctive course redesign initiative to engage and motivate students to continue taking courses in the major.</td>
<td>VP Student Success / Dean, Undergraduate College</td>
</tr>
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<td>3)</td>
<td>Expand course redesign initiative to include General Education courses.</td>
<td>VP Student Success / Dean, Undergraduate College, Director General Education</td>
</tr>
<tr>
<td>4)</td>
<td>Support interdisciplinary initiatives and build ties across the academic community to enhance accountability, communication, and engagement.</td>
<td>VP Student Success / Dean, Undergraduate College</td>
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<td>5)</td>
<td>Promote interdisciplinary partnerships in the academic community to enhance accountability, communication, and engagement.</td>
<td>VP Student Success / Dean, Undergraduate College, Director General Education</td>
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<td>6)</td>
<td>Expand Honors opportunities for students in all majors.</td>
<td>VP Student Success / Dean, Undergraduate College</td>
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<td>7)</td>
<td>Revisit programs to assess role of student engagement.</td>
<td>VP Student Success / Dean, Undergraduate College</td>
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<td>8)</td>
<td>Implement a comprehensive &quot;student expectations&quot; primer and syllabus makeover among its offerings to support innovative and adaptive teaching strategies and learning experiences.</td>
<td>University Provost; Dir of Technologies Center (LT&amp;ITC)</td>
</tr>
<tr>
<td>9)</td>
<td>Partner with business, industry, and nonprofit organizations to respond to their unique educational needs and the region's economic development.</td>
<td>University Provost; Dir of Technologies Center (LT&amp;ITC)</td>
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<tr>
<td>10)</td>
<td>Promote communication, transparency, and accountability.</td>
<td>University Provost; Dir of Technologies Center (LT&amp;ITC)</td>
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</table>

**Promote Engagement**

| **Primer and Syllabus Makeover** among its offerings to support innovative and adaptive teaching strategies and learning experiences. | To boost pedagogy, the Learning, Teaching, and Innovative Technologies Center (LT&ITC) hosts Course Redesign Primer and Syllabus Makeover among its offerings to support innovative and adaptive teaching strategies and learning experiences. |

**Foster Academic Community**

| **Primer and Syllabus Makeover** among its offerings to support innovative and adaptive teaching strategies and learning experiences. | Faculty continuously seek to determine how to best create useful and measurable learning outcomes and how to align assessment methods with course learning outcomes. The next step is to develop a report on the number of core courses in majors that have been officially re-designed. Other courses in the hundreds have been redesigned as a result of pedagogical initiative and engagement. Such redesigns range from faculty choosing effective teaching strategies and learning experiences to revising and updating the course syllabus. To boost pedagogy, the Learning, Teaching, and Innovative Technologies Center (LT&ITC) hosts Course Redesign Primer and Syllabus Makeover among its offerings to support innovative and adaptive teaching strategies and learning experiences. |

**Innovate for Effectiveness and Efficiency**

| **Primer and Syllabus Makeover** among its offerings to support innovative and adaptive teaching strategies and learning experiences. | MDI: Promote Engagement | SD2: Foster Academic Community | SD3: Innovate for Effectiveness and Efficiency |
| Objective references | Efforts/Initiatives/Faculty/Staff | Implementation | Timetable | Division/ Stakeholders | Outcome/Impact/Effectiveness
|----------------------|-------------------------------|---------------|------------|------------------------|-----------------------------|
| Create an implementation/retail learning opportunities available to students | University President; Deans; VP Student Success/Dean, Univ. College; AVP Student Affairs & Dean of Students; Director MT Engage | Fall 2020 | Annually | | Increase learning
| Improve/advertise/increase learning | | | Annually | | Annually
| Annual | | | Annually | | Fall 2020
| Rate increases imposed by the Student Unions beginning | | | | | 1)
| 1) Review, update and/or streamline | Director of Business Services | Fall 2017 | Annually | | Improve/advertise/increase learning
| 2) Assist students in obtaining a passport | Campus Post Office | Fall 2017 | Annually | | Increase learning
| 3) Develop and implement a | University President; Vice Presidents | Fall 2018 | Annually | | Increase learning
| 4) Move all processing paperwork to | University President; Vice Presidents | Fall 2018 | Annually | | Increase learning
| 5) Create and implement a | University President; Vice Presidents | Fall 2018 | Annually | | Increase learning
| | | | | | Increase learning
| 1) Implement James E. Walker Library infrastructure and physical, informational, and administrative processes | University President; Vice Presidents | Fall 2018 | Annually | | Increase learning
| 2) Create and implement a customer service initiative across the University. | University President; Vice Presidents | Fall 2018 | Annually | | Increase learning
| 3) Create an implementation/retail learning opportunities available to students | University President; Deans; VP Student Success/Dean, Univ. College; AVP Student Affairs & Dean of Students; Director MT Engage | Fall 2020 | Annually | | Increase learning
| Promote, advertise/increase learning | | | Annually | | Increase learning
| SD1: Promote Engagement | SD2: Foster Academic Community | SD3: Innovate for Effectiveness and Efficiency | | | 8
| Project | | | | | 9
### Middle Tennessee State University
**"Reach to Distinction"**
**Academic Master Plan 2015 - 2025**
**Implementation Chart**

<table>
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<th>Objective</th>
<th>Officer(s)</th>
<th>Description</th>
</tr>
</thead>
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<td><strong>Create a welcoming, inclusive campus that is healthy and safe for all University publics</strong></td>
<td>VP Business &amp; Finance</td>
<td>Increase ease of access to and parking for all campus open to public events.</td>
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<td></td>
<td>University Provost</td>
<td>Increase number of open parking for public events on campus.</td>
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<td></td>
<td>VP Marketing &amp; Communications</td>
<td>Implement processes using multiple portals to advertise events to various constituencies.</td>
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<td></td>
<td>VP Marketing &amp; Communications</td>
<td>Reinvigorate &quot;True Blue&quot; sustainability initiative.</td>
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<td></td>
<td>AVP Student Affairs &amp; Dean of Students; Director Student Health Center; VP Business &amp; Finance; Chief of Police</td>
<td>Complete accreditation for Office of Public Safety and Security.</td>
</tr>
</tbody>
</table>
QEP Benchmarks
Goals & Current Numbers
as of January 31, 2021

- **183 certified faculty**
  exceeds Year 5 goals for 160 faculty
- **23 General Education, 18 Lower Division, and 20 Upper Division courses**
  exceeds Year 5 goals for 13 GE, 14 LD, and 12 UD courses
- **11,688 students enrolled in MT Engage courses in AY 2020-2021**
  exceeds Year 5 goal of 2,490 students enrolled
- **97 graduates**
  the goal is 147 graduates; we may approach that this semester
- **Scholarships awarded to students representing every college**
  *one scholarship endowed; close to endowing a second*
Major Pathways
Goal: 7
Established: 12

- CBAS: Geosciences
- CBHS: Community & Public Health; Nutrition; Psychology; Textiles, Merchandising, and Design; Social Work
- JCB: Marketing
- CLA: Communication Studies; History
- CME: Journalism & Strategic Media
- UC: Integrated Studies; Professional Studies

In development: World Languages, Literatures, and Cultures; Writing Studies; Master of Arts in Liberal Arts.

Improved NSSE Engagement Area Scores
2014 to 2019

- Reflective & Integrative Learning
  First-year students 35.9 37.5
  Seniors 37.4 38.3

- Collaborative Learning
  First-year students 29.9 35.1
  Seniors 29.9 34.3

- Supportive Environment
  First-year students 36.3 37.1
  Seniors 30.9 32.4
DFWN MTE vs. MTO
Fall-to-Fall Retention through 2020

![Graph showing 2nd Fall Retention Rate (Returning as Sophomore)]
Statement of Mission

Middle Tennessee State University, a comprehensive, innovative institution, attracts students to distinctive bachelor’s, master’s, specialist, and doctoral programs that prepare graduates to thrive in their chosen professions and a changing global society. Students and faculty generate, preserve, and disseminate knowledge and collaboratively promote excellence through teaching and learning, research, creative activity, and public engagement.

Approved March 31, 2020 by the MTSU Board of Trustees

Institutional Mission Profile

Middle Tennessee State University is a selective, comprehensive institution located in the geographic center of the State. The University embraces its role as the destination of choice for Tennessee undergraduates while its distinctive programs draw students from across the nation and around the world. Through innovative undergraduate and graduate programs, MTSU attracts, welcomes, and supports a diverse, largely full-time student population with significant numbers of Pell-eligible, first-generation, non-traditional, and minority students with a broad range of academic preparedness and is the top Tennessee choice for transfer students. The University is committed to using advanced research-based practices to help students recognize their academic promise and achieve success: it confers approximately 5,000 degrees annually. Dedicated faculty prepare students for lifelong learning with global perspectives that adapts to and shapes a rapidly changing world through an understanding of culture and history, scholarship, and creative undertakings to adapt to and shape a rapidly changing world. MTSU’s signature Honors College, experiential and integrative learning, international, and cross-disciplinary programs deliver a value-added education rich in research, service learning, and civic engagement. Graduate offerings foster the pursuit of scholarly research, creative endeavors, and professional advancement through programs spanning the arts and humanities, education, business, STEM, the social, behavioral, and health sciences, and media and entertainment. MTSU houses centers of excellence in historic preservation and popular music and notable chairs of excellence. MTSU is a Doctoral/Professional University holds the Doctoral Moderate Research and holds the Community Engagement Carnegie Classifications.

Approved ______2021 by the MTSU Board of Trustees